IAS-96/74
18 July 1974

MEMORANDUM FOR: Chief, DDI Management Staff

SUBJECT : FY 1974 Annual Report

Enclosed is the Annual Report of the Imagery Analysis
Service for FY 1974. We have addressed each of our objectives and
the appropriate DDI and DCI objectives. We do not believe we have
anything to contribute to Section D of the Directorate Annual Report.

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GEORGE W. ALLEN
Director
Imagery Analysis Service

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IMAGERY ANALYSIS SERVICE

ANNUAL REPORT FOR FY 1974

Section A. General

IAS effectively met its responsibility for responding to CIA
"departmental"needs for detailed imagery analysis in FY 1974.
In a year of change, IAS accomplished five of its six designated
objectives and maintained a high level of output in support of the
production offices and operational components of the Agency,
contributing substantially to 22 Key Intelligence Questions in the
process.

Three major factors slowed our production during the first half
of the year: (1) a major reduction in the number of photographic
missions over Southeast Asia, which limited our ability to respond
to continuing requirements on Indochina; (2) the Arab-Israeli war,
which required us to divert resources from some normally high-output
analytical tasks; and (3) a major reorganization of IAS resources
which temporarily disrupted the normal flow of production in December.
Adjustments to accommodate these factors had been made by mid-year
and production in the second half was 20 percent above the comparable
period of FY 1973. One feature of this second half increase was a
doubling of output [   ] requirements.

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During the year, IAS management focused on objectives and tasks
related to three main areas--improving its managerial effectiveness,
improving the quality of our products and services, and improving
the quality of our resources.

With respect to managerial effectiveness, we were primarily
concerned with aligning our analytical resources more closely with
the requirements of our consumers. Following a detailed analysis
of requirements and workload data, we devised a new organizational
structure, which we implemented in December. This new structure
has several advantages over the previous organization. In reducing
the number of divisions from four to three, it broadens the challenge
and responsibilities of division management. It has enhanced the

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effectiveness of first line supervision by reducing the average size of the branches from [ ] analysts, enabling the branch chief to do a better job both of reviewing his branch's product and of looking to the development of his people. It has reinforced the resources available for economic analysis, and facilitated the redirection of resources previously allocated to Southeast Asia to the support of other substantive problems.

Two IAS objectives relate directly to improving our managerial effectiveness. Our revised Management Information System (IAS Objective #5), which is progressing satisfactorily, will enhance our ability to monitor and evaluate the utilization of our resources, and improve our data base for long-range planning. The periodic evaluation of current and projected tasking with our consumers envisaged in IAS Objective #4 would complete this cycle of management improvement by providing a means of measuring the relevance, timeliness and quality of our support. Progress on the latter objective, however, did not keep pace with our other accomplishments in this area, and we need to move more vigorously on this in FY 1975.

Our efforts to improve the quality of our products and services were largely successful. We are developing the computerized data files cited in IAS Objectives 1 and 2 on schedule. We have devised a format for Chinese ground force reporting which will double our productivity if it is fully accepted by OSR (IAS Objective #3), and we have closely supported OSR's efforts to develop a computerized data base on Warsaw Pact forces (DDI Objective #12). All of these contribute to the accomplishment of DCI Objective #5. We have met the criteria for timeliness in the Preliminary Assessment of newly acquired imagery (DDI Objective #2).

We have made measurable progress in improving the quality of our personnel resources. We are progressing toward the development of a systematic training and job development program for our professional employees (IAS Objective #6). [ ] senior officers have been given career development assignments in line with DDI Objective #8, and rotational assignments for middle-level analysts with the production offices continue. Our ADP training program is proceeding on schedule (DDI Objective #22). Our Affirmative Action Program is extensive and varied (DDI Objective #7).

In pursuing our mission and objectives, our principal strengths are the flexibility and adaptability afforded by our direct-support "departmental" status, and the high degree of specialization and in-depth expertise fostered by our role of detailed analysis. Our "departmental" status facilitates the coordination of our efforts with our consumers and the shifting of resources in accordance with short-term changes in internal CIA priorities. Our emphasis on detailed analysis enables our analysts to develop the expertise to

deal effectively with their counterparts in the production offices, and thus furthers our ability to tailor our products to the needs of our consumers.

A fundamental handicap to our ability to capitalize fully on these strengths and to fulfill our direct support role is the physical separation of IAS from its consumers. Our ability to maintain an awareness of consumers' needs and to conduct timely and effective coordination on substantive matters is hampered by the limited communications and inadequate transportation ☐   25X1
☐   With the development of modern data transmission systems, the need for IAS to be ☐   is diminishing, and the collocation of IAS with its consumers is becoming more feasible.

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Section B. Performance Against FY 74 Objectives

IAS OBJECTIVES

1. To develop a computerized file of imagery-
derived information on existing Chinese missile
facilities, with initial inputs on deployed
launch sites to be completed by the end of
FY 1974; to begin file manipulation and
experimental analysis by December 1974; and to
evaluate the file's value for advanced analysis
and prediction of deployment patterns by the end
of FY 1975.

We are implementing this objective on schedule. Development
of the program for this file has been largely completed, and the
storage capability is on-line and debugged. Three of the four
requested output reporting formats are written and available. Initial
inputs have been completed, and the outlook for continued progress is
favorable.

This objective is relevant to DCI Objective 2 and KIO 14a.

2. To develop a computerized file of imagery-
derived information on Chinese industries, in
support of OER, to facilitate the rapid
determination of production status or capacities
in total, by province, city, or individual
plant; to begin development of this file in FY
1974, to review progress/practicability early in
FY 1975, and to complete, if practicable, in
FY 1976.

This objective is being implemented on schedule. We are well
along with the initial development of this file. In cooperation
with OER, we have developed criteria for measuring the production
capacity of a number of industries. We have begun formulating the
type of textual information to be put into the system for each
industry.

We have completed an intensive review of the practicability
of various aspects of the file and believe the format is suitable
to the need. We expect this file to provide formatted printouts

which can be used to update basic reports on non-military industries thereby reducing the time required to prepare these updated reports.

This objective is relevant to DCI Objective 2.

     3. To revise the lengthy, detailed format currently utilized for [⁣⁣⁣⁣⁣⁣] reporting and reduce by half the production time required per report--by the end of FY 1974.

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We completed work on this objective on schedule. The format for [⁣⁣⁣⁣⁣⁣] reporting has been reduced to one page which can be machine filed. This format has been provisionally accepted by OSR for use in updating Chinese ground force installation data, but not for initial installation reports, on which OSR still desires greater detail. Experience so far with the new format indicates that an installation update requires less than half as many manhours as previously. The revised format should also cut the time for an initial report in half. We will continue to work for its full acceptance by OSR so that we can optimize the productivity of IAS resources working on China.

This objective is relevant to DCI Objective 2.

     4. To develop in FY 1974 and implement in FY 1975 a plan agreed upon by IAS and its consumers that will allow for periodic evaluation of current and projected tasking.

This objective was not met. We held off on developing an overall plan pending the outcome of a joint DDI-DDS&T study of intelligence production programming. We had expected this study to provide guidelines which would affect our planning. A proposal was submitted by the study group to the ADDI and the ADDS&T but this has not been acted upon. In the meantime, we have continued bilateral meetings at division and branch levels with production office components to review priorities and attempt to forecast tasking.

This objective will be pursued more vigorously in FY 1975 as we seek ways of evaluating the relevance, timeliness and quality of our support.

5. By the end of FY 1974, to develop a less costly
and more timely, accurate and comprehensive
management information system for IAS, with the
programming for this automated system building on
an existing OJCS program; to implement this new
MIS by mid-FY 1975.

This objective is being met on schedule. We have completed
arrangements with OJCS to begin implementing a new MIS early in
FY 75 using an existing OJCS program modified to our needs. We
expect to begin implementing this system in September or October
with IAS personnel inputting data at OJCS until lines are available
in the new cable link [   ]
projected for later this year. We expect this revised MIS to
provide us better data much more rapidly and with more flexibility
than our present system does. It will enable our managers to utilize
their resources more effectively for current operations by virtue of
its on-line access, and it will provide a more comprehensive and
manipulative data base for long range planning.

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6. To develop by mid-FY 1975 standard criteria
and a systematic approach to training and job
experience that will produce and maintain those
professional skills necessary to accomplish the
IAS mission and objectives.

We are progressing satisfactorily on this objective. We have
had for several years a core program for career development training
for personnel from EOD through the senior manager level. This
objective is intended to focus specifically on substantive training
for analytical personnel and to formalize and expand upon what has
previously been done in an informal manner.

The divisions are currently developing the criteria for training
to include both formal courses and specific on-site inspection trips
in each of the substantive specialties. Specific training is
being identified for these specialities to allow each analyst to
develop substantive knowledge and professional skills in keeping
with his responsibilities. For more experienced analysts, we
are looking for more technical training such as short courses at
academic institutions.

RELEVANT DDI OBJECTIVES

2. To prepare all-source assessments of significant
information from newly acquired imagery within two
normal working days of the film's receipt in IAS.

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Working with production office teams led by OSR representatives, we accomplished this objective, ☐ within the time frame set by the DDI. We followed closely the processing and delivery schedule for the various sytems to ensure timely receipt of our material and preparation of assessments without undue delay and at minimum overtime costs. There were occasional delays in film receipt due to factors which we cannot control--weather, mechanical breakdowns, problems in scheduling delivery aircraft, and the like--and these will continue to frustrate assessment planning.

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The unanticipated input of reconnaissance missions related to the Middle East crisis and the requirement to commit resources to a Joint exploitation effort concurrent with the assessment spread our resources thin at times, temporarily diverting resources from other priority tasks such as MBFR analysis.

> 3. To develop by December 1975 coordinated plans and procedures for the receipt, integration with material from other sources, and analysis of material from the new system.

IAS strives to remain aware of--and participate in--all relevant planning actions for the new system. We have a working group tasked with preparing IAS inputs to planning by various groups for the new system. We have contributed to papers, provided comments on drafts, participated in planning sessions, and kept in close touch with the Special Study Group.

Considerable progress has been made in establishing coordinated plans and procedures for ☐ support of current intelligence production. More attention must now be focused on planning for support of basic research. We are also concerned at an apparent lag in planning and programming for the Washington community video/data transmission system to link exploitation and analytical elements. Unless action on such a system is accelerated, the community will have to rely on conventional courier methods ☐

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> 9. To implement throughout this Directorate the Agency's Affirmative Action Plan for CY 1974 with specific objectives for providing equal employment opportunities for all employees irrespective of race, color, religion, sex, or national origin.

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We believe IAS has successfully met this objective given the
limited opportunities available in a small organization. During

10. To establish a program in FY 1974 for
identifying potential replacements for senior
officers in the Directorate and for providing the
type of training and job environment that will help
prepare them for these positions as they become vacant.

IAS is pursuing a policy of obtaining job and training
experiences for senior personnel which would qualify them for positions
at higher grades both within and outside their career service.
During the year, two GS-15s and a GS-14 were placed on rotational
tours to production offices, another GS-15 has been assigned to
a staff position in IAS, and a fourth GS-15 was selected to attend
the Industrial College of the Armed Forces in FY 75.

We are also using training courses, rotational assignments,
and some changes in assignment internally to prepare other GS-13
and 14 level personnel for additional responsibilities.

We are aware of the possibility of spreading ourselves too
thin by having an inordinate number of experienced people absent
on career development and training assignments. We must monitor
this program closely to ensure that we retain the professional
competence in IAS necessary to fulfill our mission while also
providing development opportunities for senior officers.

12. To strengthen substantially during FY 1974
our data bases on Soviet, Warsaw Pact [   ]
General Purpose Forces by developing and making
available to the intelligence community an
automated forces file designed to provide
quantitative information on Warsaw Pact [   ]
ground and tactical air forces, and to better exploit
data bases resident in other USIB agencies.

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IAS has continued to work closely with OSR to improve the
utility of the QUIKTRAK data base on Warsaw Pact ground forces
in support of this objective. We have modified our method
of identifying and reporting on units, saving up to 50 percent
in analysis time. In the last half of the fiscal year we completed
535 reports on unit status by this new method, as well as publishing
47 initial reports. We expect to further streamline this operation
by installing a remote terminal in the Military Division which will
give us an on-line data input and retrieval capability to the
QUIKTRAK file. We prepared one detailed report on combat divisions

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25X1 identification [   ] and Soviet ground forces units which will
facilitate community analysis of the Warsaw Pact Forces.

> 19. To formulate in FY 1974 arrangements with
> individual National Intelligence Officers for
> providing them with timely analytical and
> related support with respect to National
> Intelligence Estimates, NSSMs and other intelligence
> community coordinated products.

IAS has made inputs to the NIO's for Indochina and the Mid-East
on photographic coverage requirements and reporting, and has participated
in planning and coordinating sessions. We have been responsive to their
requirements and have taken the initiative in instances where we
believed we could be of assistance.

We provide continuing support to the NIO for Strategic Programs
in the form of special summaries of photographic missions and detailed
reports on Soviet missile systems. We also review and comment on
drafts of SALT monitoring reports.

> 20. To review in FY 1974 allocation of analytical
> effort against Southeast Asia and to adjust allocation
> to other priority targets as required in FY 1975.

The proportion of IAS analytical resources devoted to Indochina
has dropped from 16 percent in FY 73 to only 6 percent in FY 74.
This decline reflects both a major reduction in photographic
coverage and a reorganization of IAS which made resources previously
allocated to Indochina available for use on other substantive
problems. We can continue to provide support on Southeast Asia at
reduced levels, [   ] 25X1

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> 22. To complete in FY 1975 the initial round of
> exposing all supervisory and analytical personnel to
> at least one course covering ADP applications so that
> this training program can be put on a maintenance basis
> beginning in FY 1975.

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We are implementing an ADP training program for both analytical and supervisory personnel. To date, about half of our supervisory personnel have attended at least one ADP course. About two-thirds of our analysts have had one course on ADP applications and many of them are further along in our training program. We developed with OTR a special two-week course on ADP applications tailored to IAS needs. We recently completed the initial running of this course for ☐ people and are very pleased with it. The course will be continued until all analytical personnel have attended.

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We fully expect to meet this objective in FY 1975.

RELEVANT DCI OBJECTIVES

> 1. Provide measurably high-quality intelligence
> support to SALT, MBFR and disarmament negotiations,
> and NSSM's assigned to CIA.

Our role in support of SALT is covered under DDI Objective 19, Support to NIO's. Support to MBFR is included under DDI Objective 12. We have contributed substantially to this objective, which comprises some of our highest priority production.

> 2. Provide timely and reliable analysis of the
> USSR's and China's strategic strength including
> its military, political and economic sectors.

Our support of analysis of Soviet and Chinese military strength is discussed under DDI Objectives 12 and 19, and IAS Objective 3. In the economic sector our support was more indirect, in the form of industrial reports provided OER. We published reports summarizing [   ] industries and the

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> 3. Utilizing customer viewpoints and feedback,
> redefine and reorient, as necessary, the intelligence
> produced as a result of the changing nature of the
> Vietnam War and a possible settlement in order to
> provide measurably high-quality responses to the
> intelligence requirements of U.S. policy-making levels
> of Government with respect to Southeast Asia.

The reorientation of our support on Southeast Asia is discussed under DDI Objective 20. Because our contribution to policymakers is indirect, we have little influence on the definition and orientation of finished intelligence production.

4. In response to validated user requirements provide measurably high-quality intelligence support to U.S. economic negotiations.

IAS has not been tasked with any requirements directly related to this objective.

5. Develop new methodologies and techniques of intelligence analysis and production with a view toward improving the quality, reliability and utility of finished intelligence.

Imagery analysis is the primary source of information on many of the most critical intelligence problems. Although we do not produce finished intelligence, we feel that better methodologies or new techniques to improve our analytical abilities and our products will enhance the quality, reliability and utility of finished intelligence. Our accomplishments toward meeting the first three IAS objectives and DDI Objectives 12 and 22 are contributing to this objective.

Section C. Other Activities

In developing our objectives for FY 1974, we followed DDI guidance and focused on discrete, measurable objectives which would enhance IAS's performance in specific areas. This constrasts with last year's annual report in which we included several broad, mission-derived objectives. A breakdown of how our analytical resources were used in FY 1974 is depicted on the attachment.

In comparing these data with last year, we note an anticipated increase in support [   ] an increase for the DDS&T (up from 20% to 25%) and a decrease for the DDI (down from 72% to 65%). Most of the latter was accounted for by a decrease in support for OSR (down from 38% to 31%).

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Section D. Recommendations

Physical separation from those we support creates a great
inconvenience and restricts our awareness of their needs and
problems. Substantive discussions between analysts must be held
over an inadequate secure phone system; otherwise, such discussions
involve a [   ] trip by POV. Our personnel are not allowed to carry
codeword material--it must be sent by courier--a further inconvenience.
Headquarters analysts are often reluctant to visit us for a number of
reasons, including the limited parking available.

As a service organization, there is a growing need for closer
coordination and consultation with those we serve. Convenient,
daily contact would allow us to provide better support, coordinate
planned support for joint projects, avoid duplication, and better
allocate our resources. Closer contact and participation in meetings,
briefings, and planning sessions would provide us a greater awareness
of the real substantive issues, of problems facing the production
offices and where we could best concentrate our support. A close
working relationship with our requestors would mean a continuous
exchange of ideas and hopefully enable us to provide them a more
meaningful product.

The arguments for collocating us [   ] with NPIC in
proximity to the services they provide us have lost much of their
validity. Some support from NPIC's photographic laboratory would
still be required and could be obtained remotely with no detrimental
effect on our operations. The advantages to our direct support role
of closer association with our customers would far outweigh any
inconveniences caused by separation from NPIC. [   ]

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